

SMALL WARS MANUAL
UNITED STATES MARINE CORPS
1940

+

CHAPTER IV
TRAINING



RESTRICTED

UNITED STATES
GOVERNMENT PRINTING OFFICE
WASHINGTON : 1940

TABLE OF CONTENTS

The Small Wars Manual, United States Marine Corps, 1940, is published in 15 chapters as follows:

- CHAPTER I. INTRODUCTION.
- II. ORGANIZATION.
- III. LOGISTICS.
- IV. TRAINING.
- V. INITIAL OPERATIONS.
- VI. INFANTRY PATROLS.
- VII. MOUNTED DETACHMENTS.
- VIII. CONVOYS AND CONVOY ESCORTS.
- IX. AVIATION.
- X. RIVER OPERATIONS.
- XI. DISARMAMENT OF POPULATION.
- XII. ARMED NATIVE ORGANIZATIONS.
- XIII. MILITARY GOVERNMENT.
- XIV. SUPERVISION OF ELECTIONS.
- XV. WITHDRAWAL.

SMALL WARS MANUAL
UNITED STATES MARINE CORPS

CHAPTER IV
TRAINING

| | Par. | Page |
|---|--------------|-------|
| SECTION I. CHARACTER AND PURPOSE OF SMALL WARS TRAINING..... | 4- 1 to 4- 6 | 3-8 |
| II. TRAINING DURING CONCENTRATION.. | 4- 7 to 4- 9 | 9 |
| III. TRAINING EN ROUTE ON BOARD SHIP..... | 4-10 to 4-17 | 11-14 |
| IV. TRAINING IN THE THEATER OF OPER- ATIONS..... | 4-18 to 4-23 | 15-17 |
| V. TRAINING PROGRAMS AND SCHED- ULES..... | 4-24 to 4-26 | 19-25 |

SECTION I

CHARACTER AND PURPOSE OF SMALL WARS TRAINING

| | Par. | Page |
|---------------------------------|------|------|
| Relation to other training----- | 4-1 | 3 |
| Tactical training----- | 4-2 | 4 |
| Rifle company----- | 4-3 | 4 |
| Machine gun company----- | 4-4 | 6 |
| Mortars and 37 mm. guns----- | 4-5 | 6 |
| Troop schools----- | 4-6 | 7 |

4-1. Relation to other training.—*a.* Training for small wars missions is carried on simultaneously with training for naval operations overseas and training for major warfare on land. Training for naval overseas operations and major warfare on land is often applicable, in many of its phases, to small wars operations. Training that is associated particularly with small wars operations is of value in the execution of guerilla operations on the fringes of the principal front in major warfare.

b. In small wars, the normal separation of units, both in garrison as well as in the field, requires that all military qualities be well developed in both the individual and the unit. Particular attention should be paid to the development of initiative, adaptability, leadership, teamwork, and tactical proficiency of individuals composing the various units. These qualities, while important in no small degree in major warfare, are exceedingly important in small wars operations.

c. Training for small wars operations places particular emphasis upon the following subjects:

- (1) Composition, armament, and equipment of infantry patrols.
- (2) Formations and tactics of infantry patrols.
- (3) Mounted detachments.
- (4) Transportation of wounded.
- (5) Planned schemes of maneuver when enemy is encountered by patrols.
- (6) Security on the march.
- (7) Security during halts and in camp.
- (8) Organization of the ground for all-around defense.
- (9) Night operations, both offensive and defensive.
- (10) Employment of weapons.

CHARACTER AND PURPOSE OF SMALL WARS TRAINING

(11) **Messing.** To include the feeding of troops on the trail and in small groups in garrison.

(12) **Laying ambushes.**

(13) **Attacking a house.**

(14) **Street fighting.**

(15) **Riot duty.**

(16) **Defense of garrisons.**

(17) **Surprise attacks on enemy encampments.**

(18) **Stratagems and ruses.**

(19) **Scouting and patrolling, including tracking.**

(20) **Combat practice firing.**

(21) **Sketching and aerial photograph map reading.**

(22) **Marching,** with particular attention paid to marching over rough, wooded trails, both dirt and rocky, under varied weather conditions. Trail cutting through dense underbrush and conservation of drinking water to be included.

(23) **Bivouacs and camps.**

(24) **Sanitation, first aid, and hygiene.**

(25) **Handling of small boats on inland waterways.**

(26) **Air-ground liaison.**

(27) **Training of officers as aviation observers.**

(28) **Rules of land warfare.**

4-2. Tactical training.—The current training manuals describe the combat principles for the various arms and are the basis of tactical instruction for units preparing for or participating in a small war. These combat principles may be supplemented or modified to conform with the requirements of anticipated or existing conditions. The usual enemy tactics encountered in small wars are those associated with the ambush of patrols and convoys, river fighting, and surprise attacks against garrisons and towns. These operations are described in chapters V to X, inclusive.

4-3. Rifle company.—*a.* The rifle company and its subdivisions are often called upon to perform independent mission. Such missions include the establishment of small garrisons in isolated communities and at strategic points along lines of communication and supply, patrol operations coordinated with the operations of aviation and other patrol units, and independent operations that may carry the rifle company and its subdivisions beyond supporting distance of their bases or friendly patrol units. Training for small wars operations, therefore, must be conducted with a view to the probable assignment of the rifle company and its subdivisions to independent

CHARACTER AND PURPOSE OF SMALL WARS TRAINING

missions. In the larger patrols, the patrol leader will usually find it impracticable, if not impossible, to direct the actions of each subdivision of his patrol during action against the enemy. In such cases, the leaders of the several subdivisions of the patrol must control their units in such manner as will best promote the known plan of the patrol leader. Upon contact with the enemy in the field, there will often be no opportunity for the leaders of the several subdivisions of the patrol to consult with and receive orders from the patrol leader prior to committing their units to action. They must know, in advance, his plan of action in case contact is made with the enemy and must be prepared to act independently without the slightest hesitation. In the training of patrols, the independent control of subdivisions should always be stressed.

b. The principal weapon of the combat organizations is the rifle. The man so armed must have complete confidence in his ability to hit battlefield targets and must be thoroughly imbued with the "spirit of the bayonet"—the desire to close with the enemy in personal combat and destroy him. The fact that small wars operations may be conducted in localities where the terrain and vegetation will often prevent engaging the enemy in hand-to-hand combat does not remove the necessity for training in the use of the bayonet. It is only through such training that each individual of the combat team is imbued with the "will to win." Every man attached to a combat organization must be trained in the use of the rifle grenade and hand grenade, both of which are important weapons in small wars operations. The rifleman should be given a course of training in the other infantry weapons in order that he may know their employment and functioning. Machine guns, mortars, and 37 mm. guns may, at times, be issued the infantry company to augment the fire power of its rifles. Since additional trained personnel will often not be available to man the added weapons it becomes the duty of the infantry company to organize squads for the operation of such weapons.

c. The rifle is an extremely accurate shoulder weapon. In the hands of an expert rifle shot (sniper) it is the most important weapon of the combat units. Other infantry weapons cannot replace the rifle. The rifle is exceedingly effective in the type of fire fight connected with small wars operations. A course in sniper firing is of great value in the development of individuals as snipers. Such a course may be readily improvised by placing vegetation before the line of targets on any rifle range or by using growing vegetation, provided its location makes the method practicable. Silhouette tar-

CHARACTER AND PURPOSE OF SMALL WARS TRAINING

gets are shown for several seconds at irregular intervals and at different locations within the vegetation by the manipulation of ropes or wires from a pit or other shelter in the vicinity of the targets. This type of training develops fast, accurate shooters.

d. While the development of expert individual rifle shots is highly desirable, it is even more important that combat units receive a course of training in the application of musketry principles to the conditions of combat ordinarily encountered in small wars operations. Whenever facilities are available, the training program should devote considerable time to combat range firing. Every phase of actual combat should be included in this training. To make the practice realistic will require much ingenuity and skillful planning but there is no other method of training that will develop effective combat teams. Combat practice firing presents the nearest approach to actual battle conditions that is encountered in the whole scheme of military training. Exercises should be so designed that leaders are required to make an estimate of the situation, arrive at a decision, issue orders to put the decision into effect, and actually supervise the execution of orders they may issue. The degree of skill and teamwork of the unit is shown by the manner in which the orders of the leaders are executed. The conservation of ammunition should be stressed in all combat practices.

4-4. Machine gun company.—The machine gun company is organized as a unit for administrative purposes to effect uniformity in instruction, and to promote efficiency in training. During active operations in the field, however, it will often be found necessary to assign platoons, sections, or even single guns to either permanent or temporary duty with garrisons, patrols, or other units. In some cases it may be necessary to arm the personnel as riflemen to augment the number of men available for patrol duty. Machine-gun personnel are, therefore, given the course of training with the rifle as outlined in paragraph 4-3, *c* and *d*.

4-5. Mortars and 37 mm. guns.—*a.* These weapons are employed to augment the fire power of other weapons. They are of particular value in the organization of the defensive fires of small garrisons. Because of their bulk and the difficulty of effective employment in heavy vegetation, they are not normally carried by small, highly mobile patrols in the field. In an attack on an organized position, the need for both weapons is apparent.

b. The 37 mm. gun is employed against definitely located automatic weapons and for the destruction of light field works. It delivers

CHARACTER AND PURPOSE OF SMALL WARS TRAINING

fire from a masked position by use of the quadrant sight. When time is an important element, direct laying is used or fire may be conducted from a masked position having sight defilade only. Since its tactical employment in small wars does not vary from its normal use in major warfare, there is no need for special training applicable only to small wars situations.

c. The ability of the mortar to fire from well-concealed positions against targets on reverse slopes and under cover makes it a valuable weapon for small wars operations. Because of its mobility it will often be used as a substitute for light artillery. It can be used against targets that can not be reached by other infantry weapons. No special training is required for small wars operations.

4-6. Troop schools.—*a.* The troop school is an important agency of the unit commander for the training of his own personnel to meet the requirements of the training program. Troop schools may take any form that produces effective results, including informal conferences or lectures, demonstrations, sand table or squadroom instruction, as well as the formal organized school with its staff of instructors, a definite course, and fixed periods of instruction.

b. The object of the troop school is to train personnel for combat and to coordinate such training. It insures uniformity in the training of the entire command. Certain technical subjects, in which a comparatively small number of men from each organization are to be qualified, can frequently be taught more economically and thoroughly in classes or schools conducted by a higher echelon.

c. Instruction in centralized classes, whether they be company classes or those of a higher unit, does not relieve the subordinate commander from further training of troops under his command. It is his duty and responsibility to so organize his unit that each individual is placed where he may contribute most to the efficient working of the combat team. Thus, a scout may receive instruction in scouting and patrolling in a centralized class, returning to his organization upon the completion of the course. Upon his return, his training is continued under his squad leader and officers of his own unit in order that the unit may gain the advantage of the training he has received while attending the centralized class for scouts.

d. A course in a troop school is planned with one of the two following objectives:

(1) A course conducted for the purpose of developing instructors in a particular subject. As a rule, these classes are conducted by the

CHARACTER AND PURPOSE OF SMALL WARS TRAINING

battalion or higher echelon. Graduates of such classes are particularly valuable as instructors in newly organized units.

(2) A course conducted for the purpose of teaching troops the mechanics and technique of their work and equipment. It does not concern itself with the development of qualified instructors. As a rule, these classes will be conducted by companies, the course being somewhat shorter than the course designed for developing instructors.

e. The group method of instruction may be used in the training of any group, regardless of its size or organization. It provides careful systematic instruction under the direct supervision of an instructor, and centralizes control within the group for the purpose of teaching the mechanics of any subject. The group method of instruction is preferable for introductory training and is especially adapted to instruction in basic military subjects. It consists of five distinct steps, as follows:

(1) Explanation of the subject or action by the instructor.

(2) Demonstration of the subject or action by the instructor and assistants.

(3) Imitation (application) by all undergoing instruction.

(4) Explanation and demonstration of common errors by the instructor and his assistants.

(5) Correction of errors by the instructor and his assistants.

Instruction should be clear and precise. Every error made by the student during the applicatory step should be corrected immediately in order to prevent the formation of faulty habits and wrong impressions. It is often easier to instruct a new recruit than to change the faulty habits of a man who has been longer in the service.

SECTION II

TRAINING DURING CONCENTRATION

| | Par. | Page |
|----------------------------|------|------|
| Training objective..... | 4-7 | 9 |
| Scope of training..... | 4-8 | 9 |
| Disciplinary training..... | 4-9 | 9 |

4-7. Training objective.—*a.* The character of the training conducted during concentration depends upon the time available, the state of training of the individual units concentrated, the nature of the country in which operations are to be conducted, the character and armament of the forces likely to be encountered, and the type of operations that may be necessary.

b. Training during concentration is primarily concerned with preparation for the following operations:

(1) Ship-to-shore movement, against organized opposition and without opposition.

(2) Reorganization preliminary to movement inland.

(3) Movement inland, including the seizure of defended cities and towns, and operations against guerrilla forces whose tactics include surprise attacks and ambushes.

4-8. Scope of training.—*a.* During concentration it is necessary to verify the readiness of troops for the conduct of small wars operations. Deficiencies in training must be corrected, particularly if the deficiency is such as to hazard the successful prosecution of contemplated operations.

b. For subjects to be stressed during training for small wars operations, see paragraph 4-1, *c.*

4-9. Disciplinary training.—Where time is short, all training in ceremonies and close order drill should be reduced to a minimum. The disciplinary value of close order drills may be achieved through the efficient conduct and close supervision of field exercises, during instruction in bayonet fighting, and in training in the use, functioning, and care of weapons and equipment. Smartness, prompt obedience, and orderly execution can be exacted of troops during such exercises, thus increasing the value of the instruction as well as developing a higher degree of battle efficiency in the individual.

SECTION III

TRAINING EN ROUTE ON BOARD SHIP

| | Par. | Page |
|---|------|------|
| General----- | 4-10 | 11 |
| Ship routine----- | 4-11 | 11 |
| Time available for troop training----- | 4-12 | 12 |
| Troop schools on board ship----- | 4-13 | 12 |
| Size of classes----- | 4-14 | 12 |
| Example of instruction assignments (rifle company)----- | 4-15 | 13 |
| Subjects covered----- | 4-16 | 14 |
| Essential training----- | 4-17 | 14 |

4-10. **General.**—*a.* The relative value of training conducted aboard ship depends on the necessity for the training. The more an organization is in need of training, the more it will profit from every hour devoted to such training. The more advanced an organization is in its training, the more difficult it is to prepare a profitable schedule that can be carried into effect on board. It must be remembered that one of the main features of a system of instruction is the prevention of idleness and resultant discontent. A schedule that allows practically no time for relaxation, however, is always to be avoided.

b. The total time available for instruction is a factor to be considered when formulating the training schedule. Some organizations will be on board only during the period spent enroute to the scene of operations and will disembark immediately upon arrival thereat. Other organizations (sometimes called “floating” battalions) may be quartered on board for varying periods of time, possibly for several months.

c. The thoroughness of the instruction will be dependent upon the skillful planning of schedules, the ability of the instructors, the time allotted for each subject, and the facilities available.

4-11. **Ship routine.**—*a.* Any training to be conducted on board ship must be fitted into the ship’s routine. The troop commander is in command of the troops on board, but the commanding officer of the ship is responsible for all the activities on board. The troop activities must not interfere with the normal routine of the ship, without specific permission of the commanding officer of the ship. Usually, the ship’s routine will include breakfast at 0730, inspection of quarters at 0830, quarters at 0900, dinner at 1200, and supper at 1700. Friday is normally given over to field day, with Saturday morning reserved for inspection of living spaces and personnel by the commanding officer. As a result, training is limited to 4 full days per week.

TRAINING EN ROUTE ON BOARD SHIP

b. Mess facilities on board ship are usually limited. Troops will probably eat cafeteria style, using their individual mess equipment. Normally 1 hour will be ample time for the troops to be served and to complete any meal. This includes sufficient time for them to procure their mess gear, be served, wash their mess gear, and stow it.

c. Working parties will be required for serving the food, work in the galley, and handling stores. In order that interference with training may be reduced to a minimum, it is desirable that a complete unit, such as a platoon or company, be detailed daily for such duty. The duty should be assigned to troop units in rotation.

d. Emergency drills will also interfere with the schedule of training. These drills are an important part of the ship's routine. They include abandon ship, collision, fire, and fire and rescue drills. Everyone on board will participate in these drills.

4-12. Time available for troop training.—The time available for which definite schedules for troop training may be made up is limited to two daily periods, 0900 to 1130 and 1300 to 1600, a total of 5½ hours. Since only 4 full days per week can be definitely scheduled, the weekly schedule is limited to 22 hours of instruction. If Friday may be used for training, another 5½ hours will be available.

4-13. Troop schools on board ship.—*a.* Classes are organized to cover instruction in such subjects as may best prepare each member of a command to become a more proficient member of his combat team. Due to lack of space and facilities, the establishment of troop schools, employing the group method of instruction, is the accepted method for shipboard training. Classes covering essential subjects are organized for officers, noncommissioned officers (including selected privates) and privates.

b. Formations are usually limited to assemblies for quarters and inspections. At such formations, it is often possible to carry out exercises such as the manual of arms, setting-up exercises, and physical drill under arms.

4-14. Size of classes.—Training on board ship is generally attended by a number of distracting and annoying features such as seasickness, wet paint, scrubbing of decks, heat, etc. It is, therefore, desirable that classes be organized in small groups. Groups of 20 are the largest that one able instructor can be expected to handle efficiently. In the instruction of groups in the mechanics of the several types of weapons, care should be taken to avoid assigning too many individuals to a single weapon. Not more than two men should be assigned to one automatic rifle and not more than three to a machine gun. A man learns very little about the mechanics of

TRAINING EN ROUTE ON BOARD SHIP

a weapon by watching someone else assemble and disassemble the weapon. He must have the weapon in his own hands and perform the work himself as it is only through this method that he attains proficiency.

4-15. **Assignment to classes.**—*a.* An example of the assignment of the personnel of a rifle company to the several classes of a troop school on board ship is as follows:

| <i>Class</i> | <i>Supervision Attendance</i> |
|----------------------|--|
| Automatic rifle----- | Company, 2 per squad (18), plus instructors. |
| Machine gun----- | Do. |
| Grenades----- | Do. |
| Scout----- | Do. |
| Signal----- | Company, 3 from co. hdqtrs. and 3 per platoon hdqtrs. (12), plus instructors. |
| Communication----- | Battalion, 2 per company (cp. "Signal" and pvt. "Agent") (8). |

b. Classes organized as shown above are of a convenient size. Qualified instructors are assigned to each group, the number of assistants depending upon the type of instruction and the availability of qualified personnel. The name of the class indicates the subject in which that class receives the major part of its instruction. However, each class receives instruction in such other subjects as may be considered necessary.

c. An example of a day's schedule for the automatic rifle class is as follows:

- 0930-1030 Functioning of automatic rifle. Lieutenant, first platoon, senior instructor.
- 1045-1130 Stoppages of automatic rifle. Lieutenant, first platoon, senior instructor.
- 1300-1330 Bayonet training. Lieutenant, bayonet instructor, a rifle company officer designated by the battalion commander, senior instructor. He coordinates all bayonet instruction within the battalion.
- 1345-1430 Tactics, street fighting. Company commander, instructor. Scout class joins for this period.
- 1445-1530 First aid, application of tourniquets. Battalion surgeon, senior instructor.
- 1545-1600 Talk, racial characteristics of country of destination. Company commander, senior instructor. Entire company assembles for this period.

d. Division of personnel of machine gun and howitzer units into groups for class instruction is effected similarly to the outline shown for the rifle company in paragraph 4-15, *a.* The daily schedules for the different classes are made up in a manner similar to the example shown for the automatic rifle class in paragraph 4-15, *c.*

TRAINING EN ROUTE ON BOARD SHIP

4-16. Subjects covered.—*a.* Paragraph 4-1, c, lists a number of subjects that are suitable for shipboard instruction. Deficiencies in training of the troops on board, as influenced by the tactical situation likely to be encountered, will govern the selection of subjects that are to be stressed. Having determined the training needs of the several units, the subjects to be stressed may be selected and schedules prepared accordingly.

b. In addition to the subjects listed in paragraph 4-1, c, the following subjects are particularly important and should be emphasized enroute to the theater of operations.

(1) Information of the country of destination; its people, language, topography, political and military situation.

(2) Enemy tactics likely to be encountered. Tactics to be adopted by our own troops.

(3) Relations with inhabitants of the country of destination.

4-17. Essential training.—*a.* Newly organized units will often include men who are only partially trained in handling their weapons. After formation of the unit, there may be only a short period for instruction prior to embarkation. In some cases, there will be no time for any instruction whatsoever. While enroute to the country of destination, troop schools should aim to acquaint every man with the mechanics, technique, firing, and technical employment of the weapon with which he is armed, thus increasing his value to his organization as a member of the combat team. Permission may be readily secured from the commanding officer of the ship to fire the various infantry weapons from the deck while the ship is under way. Targets may consist of articles floating at sea or articles thrown overboard (tins and boxes from the galley). For safety, shooting is conducted only from the stern of the ship. If there are no articles available to be used as targets, "white-caps" may be used as aiming points.

b. Instruction in tactics should be sufficiently adequate to give all enlisted personnel a knowledge of scouting, patrolling, security measures, and troop leading problems, appropriate to their rank. Methods of Instruction include sketches on blackboards (the best method), chalk sketches on the deck, and matches laid out on deck. The instructor explains the situation (diagram or sketch) and asks different men for their decisions and reasons for their decisions. Initiative and discussion should be encouraged. In small wars situations, the noncommissioned officer and private are often faced with problems requiring decision and subsequent immediate execution.

SECTION IV

TRAINING IN THE THEATER OF OPERATIONS

| | Par. | Page |
|--|------|------|
| System of training | 4-18 | 15 |
| Facilities | 4-19 | 15 |
| Subjects covered | 4-20 | 15 |
| Training centers | 4-21 | 15 |
| Troop schools | 4-22 | 16 |
| Organization of training centers and troop schools | 4-23 | 17 |

4-18. System of training.—*a.* Upon arrival in the theater of operations, immediate steps are taken to continue the training along methodical and progressive lines. The training is governed by training programs and schedules prepared by the various organizations.

b. For each training subject functional units (squads, sections, and platoons) are employed. This places the responsibility for training progress upon the unit leader. Unfortunately, all training subjects cannot be so handled. In many instances, subjects must be taught by classes composed of individuals from several subdivisions of a unit.

4-19. Facilities.—As early as possible after the force is established on shore, organization commanders of higher echelons should provide their respective commands with the facilities necessary for the conduct of training. Whenever practicable, these facilities should include the establishment of training centers, troop schools, ranges for practice and record firing of infantry weapons, ranges for combat practice firing, and terrain suitable for the conduct of field exercises.

4-20. Subjects covered.—*a.* Paragraphs 4-1, c, and 4-16, b, list subjects suitable for training conducted in the theater of operations.

b. All training should include field exercises involving the tactical employment of troops in military situations peculiar to the terrain and enemy resistance likely to be encountered in different sections of the country.

4-21. Training centers.—*a.* Weapons are constantly improving and minor powers are progressively arming themselves with a greater number of improved weapons. This indicates the necessity for trained troops if our operations are to succeed without excessive casualties to personnel. When partially trained troops compose a large part of the units of the force, the establishment of a training center is highly important.

TRAINING IN THE THEATER OF OPERATIONS

b. The establishment of a training center offers the following advantages:

(1) It provides for methodical, progressive, and coordinated training.

(2) It is the central agency for the receipt and dissemination of information with respect to the unusual features of the campaign as they develop during operations in the field.

(3) It may be made sufficiently extensive to include terrain for field exercises and ranges for combat practice firing, thus providing facilities that might otherwise be denied to detached companies and battalions.

(4) It is an ideal agency for the training of replacements. All replacements, both officers and men, should be put through an intensive course of training before they are assigned to active units in the field.

(5) It supplies a location for troop schools.

(6) It provides the ranges necessary for the record firing of all infantry weapons.

c. A training center includes the following activities:

(1) Ranges for record practice: These include the ranges, courses, and courts necessary to conduct record practice with all weapons.

(2) Ranges for combat practice firing: These ranges should be sufficiently extensive to permit the maneuvering of units and the firing of all weapons under conditions similar to those encountered in the type of combat peculiar to the country in which operating.

(3) Troop schools: The unit in charge of the training center will be better able to conduct classes in special subjects than will other units of the force. Units of the force are thus enabled to send selected personnel to the training center for an intensive course of training in a particular specialty.

4-22. **Troop schools.**—Each theater of operations will present different problems that will require a knowledge of special subjects. A troop school is the ideal agency for such instruction. The following are a few of the subjects that may have special application:

Scouting and patrolling. (To include tracking.)

Sniping.

Handling small boats. (Launches, native canoes, etc.)

Language of the country.

Transportation. (Ox carts, small boats, animals.)

Care of animals, riding and draft.

Packing. (Pack animals, pack saddles, and their cargoes.)

TRAINING IN THE THEATER OF OPERATIONS

First aid, hygiene, field sanitation. (An advanced course.)

Horseshoeing.

Saddlery. (Leather working.)

Cooks and bakers. (To include butchering and cooking for small units on the march and in garrison.)

Aviation observers. (For all officers.)

4-23. Organization of troop schools and training centers.—a.

Instructors for troop schools that are conducted by the various garrison units are supplied by the units themselves. The students for such troop schools are the members of the unit and duties are so arranged that the troop school does not interfere with the normal routine of the garrison. At times, the unit will be called upon to perform some emergency type of duty that may necessitate the temporary suspension of the troop school. Instructors for a training center come from the unit in charge of the training center and from the unit or units undergoing instruction. Ordinarily, units such as complete companies are assigned to training centers for instruction. In addition, replacements are organized into casual units in the order in which they arrive for duty from the continental United States. At times, it will be advantageous to assign certain qualified individuals among the replacements to receive special instruction in one of the troop school classes conducted at training centers. Troop school instructors are members of the unit in charge of the training center.

b. The training unit is the company. Instruction may be by platoons, sections, or squads. Companies undergoing training at a training center furnish many of their own instructors. Special instructors are furnished by the unit operating the training center. The supervision and coordination of training is a function of the staff of the training center.

c. A list of subjects suitable for the troop school method of instruction is found in paragraph 4-22. Classes are organized from among selected personnel sent to the training center from the various units in the field and from among qualified replacement personnel who have just arrived. Upon completion of the assigned courses, men are sent to active units in the field. Provided existing conditions do not require otherwise, men who have been sent to the training center for specialized training are ordinarily returned to the organizations from which they were originally detailed. Replacement personnel who have completed a special course are sent to those organizations where their specialized training will be most valuable.

SECTION V

TRAINING PROGRAMS AND SCHEDULES

| | | |
|-----------------------------|-----------|---------|
| Training instructions | Par. 4-24 | Page 19 |
| Training programs | 4-25 | 19 |
| Training schedules | 4-26 | 23 |

4-24. Training instructions.—Training programs and training schedules are the means generally used to outline the training for the various units, thus providing uniformity in training. Training memoranda may supplement training programs and training schedules.

4-25. Training programs.—*a.* Training programs are issued by all commands down to and including the company. They express the general plan of training of the command over a considerable period of time, usually a training cycle of 1 year, but may be issued to cover periods of 6 months, 3 months, or 1 month.

b. The essential elements of the training program include the training objective or objectives, the time available in which to accomplish the mission or missions, and such special instructions relating to the conduct of the training as may be necessary. A feature of the training program with which unit commanders are primarily concerned is the total amount of time allotted for the training of their own units. The authority issuing a training program should indicate clearly the time available, whether the training period covered by the program is 1 year, 6 months, 3 months, or 1 month.

c. Prior to the preparation of a training program, a careful estimate is made of the entire training situation. The following factors must be taken into consideration: (1) Analysis of order from higher authority; (2) mission (training objective); (3) essential subjects; (4) time available; (5) equipment and facilities available; (6) personnel; (7) local conditions (climate and terrain); (8) existing state of training; (9) organization for training; and (10) obstacles to be overcome.

d. The amount of information that should appear in the training program (order) depends upon the size of the unit and the particular situation. A small unit requires a training program in more detailed form than does a larger unit. A situation pertaining to a mobilization will demand more centralized control than will a situation

TRAINING PROGRAMS AND SCHEDULES

normal to peacetime training. During peacetime training, brief orders containing only essential information may be considered satisfactory, since the various units will usually contain a number of experienced officers.

e. It is assumed that the First Battalion, Fifth Marines, has received the regimental training program (order), with annex showing regimental "losses" for the training period, October 1, 19----, to March 31, 19----. The battalion training program is then prepared and is sent to the various companies of the battalion and such other units as may be concerned. An annex showing battalion "losses" accompanies the battalion training program. The following is an example of such a battalion training program (order) :

| | | |
|---------------|---|--|
| GENERAL ORDER | } | HEADQUARTERS 1ST BN 5TH MARINES, |
| No-----10 | | <i>Marine Barracks, Quantico, Va.,</i> <i>August 20, 19----</i> |

1. The following training program governing the training of the 1st Bn 5th Marines during the period, 1 October, 19----, to 31 March, 19----, is published for the information and guidance of all concerned.

2. A conference, at which all officers of the battalion will be present, will be held at battalion headquarters at 0930, 25 August, 19----, to discuss this training program. All officers will make a careful study of the training program prior to the conference.

A----- B. C-----,
Lieutenant Colonel, U. S. Marine Corps, Commanding.

Official :

D----- E. F-----,
First Lieutenant, U. S. Marine Corps, Bn-3.

Distribution: A, B, X.

TRAINING PROGRAM

HEADQUARTERS 1ST BN 5TH MARINES,
Marine Barracks, Quantico, Va.,
20 August, 19--

1. **TRAINING MISSIONS.**—The training missions of this battalion are:

- a. To secure in this command a maximum of efficiency for the march, camp, and battlefield, with a view to possible active service at any time.
- b. To prepare organizations for expansion to war strength.
- c. To develop instructors for training recruits in case an emergency should arise.

- d. To provide personnel (individuals as well as groups) for increasing units to war strength and to provide personnel for newly organized units.
- e. To develop the science and art of war.

2. **TIME AVAILABLE.**—a. *Training period.*—Six months, 1 October, 19----, to 31 March, 19---- (both dates inclusive).

b. *Training week.*—Six days, except when shortened by holidays, guard duty, police details, and working details.

TRAINING PROGRAMS AND SCHEDULES

c. Training day.—Normally, 4 hours, 0730 to 1130. During periods devoted to marksmanship, the training will be 7 hours, 0700 to 1200 and 1300 to 1500. No limiting hours are prescribed for field exercises. Calculations for field exercises should be based upon a 7-hour day. No instructional periods will be scheduled for mornings that follow night operations. As a general rule, afternoons will be available for administrative work, additional training for deficient men, athletics, troop schools, and ceremonies. Rifle companies will devote one afternoon each week to instruction in rifle marksmanship. This may take the form of gallery practice and competitions. No training will be scheduled for Wednesday or Saturday afternoons, except that during marksmanship and field exercise periods, training will be scheduled for Wednesday afternoons. Saturday mornings will be set aside for inspection except during marksmanship periods or when other instruction has been ordered by the battalion commander.

d. Training losses.—(1) One company will be detailed each day to perform the necessary guard duty and furnish police and working parties for the regiment. The Regimental Headquarters Company and Regimental Service Company will not be so detailed. Guard schedules will be issued every 2 weeks. The normal order of detail will be A, B, C, D, E, F, G, H, I, K, L, and M Company. During regimental and battalion field exercises the necessary guard duty will be performed by the regimental band. Guard mounting will be held at 1145, daily, commencing on 30 September, when Company A will take over the duty as guard company. Further details relative to guard mounting will be issued later. Instruction in interior guard duty will be carried on during the days each company is detailed to perform guard duty.

(2) The following holidays are announced: 23 November (Thanksgiving Day); 24 December to 1 January (both inclusive); 22 February (Washington's Birthday).

(3) Regimental losses are shown in annex A.

(4) Battalion losses are shown in annex B.

3. SCOPE OF INSTRUCTION.—*a. Training subjects and references.*—The applicatory system of training will be employed. Training of units and individuals will be conducted as prescribed in the following orders and publications, as applicable:

Marine Corps Order No. 146.

Landing Operations Manual, U. S. Navy.

Landing Force Manual, U. S. Navy.

Field Manuals, U. S. Army.

Small Wars Manual, U. S. Marine Corps.

b. Use of schools.—Schools will be established and conducted, as follows:

(1) Officers' school.

(a) Advanced course.

(b) Orientation course (current training).

(2) Enlisted men's schools.

(a) Basic course.

(b) Specialist courses.

(c) Drills and tactical training.

(d) Field training.

TRAINING PROGRAMS AND SCHEDULES

A schedule of instruction for the officers' school will be issued by this headquarters every 2 weeks. The names of officers who will act as instructors in the several subjects will be included in the schedule. Specialist courses for enlisted personnel will be conducted by the heads of their respective sections; that is, communication officers will conduct the instruction of communication personnel, pioneer officers will conduct the instruction of pioneer personnel, etc. With the exception of the specialist courses, all other courses of instruction for enlisted personnel will be conducted under the direction and supervision of company commanders.

c. Standards of proficiency.—All material to be inspected shall be complete, immaculately clean, and serviceable. In all training covered by published regulations, the standard for all ranks is accuracy as to knowledge and precision as to execution. In tactical training, the objective is the development of the tactical judgment of all leaders and their replacements by the application of accepted tactical principles and methods to a variety of tactical situations.

d. Inspection.—A proficiency test will be held at the conclusion of each phase of training. It is to be expected that the required standard of proficiency will have been developed on the last day of training in any given subject and it is on that day that the final test will be conducted. However, instruction in a given subject may be discontinued at any time that it becomes apparent that the desired standard has been reached. The time thus saved may be utilized for other instruction. Unit progress charts will be kept by each company commander. Inspections to test proficiency in a subject will be practical and informal in nature and will not interfere with the training.

4. MISCELLANEOUS.—*a. Programs and schedules.*—(1) *Training programs.*—Company commanders will prepare company training programs for the period indicated and will submit them to this headquarters prior to 15 September. The company training program is not to be regarded as a rigid schedule of execution. It is merely the plan of the company commander, showing the approximate allotment of time and the general scheme for using that time. It is intended to be flexible and must be so considered.

(2) *Training schedules.*—Weekly training schedules will be submitted to this headquarters before noon on the Wednesday preceding the training week covered by the schedule. Alternate instruction for 1 day will be added to weekly schedules to provide for possible interruption due to inclement weather.

b. Attendance.—Men detailed to special duty will receive not less than 8 hours instruction weekly, except during weeks shortened by holidays or guard duty. Company commanders will submit requests to this headquarters, 1 week in advance, when the attendance of special duty men is desired for instructional periods. Administrative details will be so arranged that every man performing special duty will receive at least 4 hours training each week.

c. Ceremonies.—Weather permitting, there will be one regimental ceremony and one ceremony for each battalion weekly, except during the marksmanship period. All units will normally participate in the regimental ceremony. Days for ceremonies are assigned as follows: Monday, First Battalion; Tuesday, Second Battalion; Thursday, Third Battalion; Friday, Fifth Marines.

d. Athletics.—Participation in athletics is voluntary. Company commanders will encourage intercompany sports and company competition. The bat-

OCTOBER 19__ - 31 MARCH 19__

[illegible]

AND BATTALION PROGRAMS. DUMBO, ETC. IS COMPUTED ON THE BASIS OF A TOUR EVERY 12 DAYS.

WILL BE CONCURRENT WITH TRAINING IN OTHER SUBJECTS.

TRAINING PROGRAMS AND SCHEDULES

tallon athletic officer will coordinate the use of the various athletic facilities.

c. Junior officers.—Except as otherwise prescribed in regulations, each lieutenant will be given a permanent assignment to a clearly defined duty pertaining to the daily command training and administrative activities of his organization.

f. Exercises in leaving post.—Organizations will be prepared to leave the post at any time upon order of the regimental commander. The order for the exercise will include instructions relative to the amount of equipment to be carried and whether preparations will be made for prolonged field service or for only a short period of time.

g. Uniform.—Post regulations prescribe the uniform of the day for different seasons of the year. During training, the uniform of the day may be modified at the discretion of company commanders, depending upon the nature of the training; i. e., dungarees may be worn by Company D during gun drills and by all companies during instruction in scouting and patrolling; shooting coats may be worn during marksmanship training, etc.

h. Instructional methods.—Instructions in oral orders, messages, range estimation, target designation, hasty sketches, care and display of equipment, and similar subjects, will be carried on concurrently with other training.

A----- B. C-----,

Lieutenant Colonel, U. S. Marine Corps. Commanding.

Official:

D----- E. F-----,

First lieutenant, U. S. Marine Corps,

Bn-3.

Annexes:

A—Regimental losses.

B—Battalion losses.

Distribution: A, B, X.

f. Company training programs are ordinarily made up in tabular form and list the training subjects, the estimated number of hours to be devoted to each subject, and the allocation of these hours by weeks. These forms are convenient and useful, provided they are regarded as flexible. At best, they only estimate the time factor and indicate a proposed scheme for employing that time. They are understood to be tentative programs and should be so considered. It is assumed that Company B, Fifth Marines, has received a copy of the training program of the First Battalion. Using the battalion training program as a guide, the following is an example of the company training program prepared to cover the period October 1, 19----, to March 31, 19----:

4-26. Training schedules.—Training schedules are issued by a commander for that part of the training of his unit that is to be accomplished under his direct command. They are based upon the training programs and orders of higher commanders. The amount of time devoted to the several subjects is dependent upon the state of

TRAINING PROGRAMS AND SCHEDULES

proficiency of the unit for which the training schedule is prepared, more time being allotted to instruction in those subjects in which the unit is deficient. Training schedules are generally made up in tabular form and include the name of the subject, hours, place, uniform and equipment, references, and name of the instructor. When properly prepared, no additional information is required for training during the period covered by the schedule. Training schedules are issued to cover relatively short periods of time. The usual period covered is 1 week, since schedules covering a longer period are likely to be interrupted. In addition to imparting the information necessary to conduct the training, schedules are so arranged that the required standards of proficiency are reached in a minimum of time. When approved by higher authority, training schedules become instruments of execution. This does not mean, however, that a training schedule is to be followed blindly. Should it become apparent that the instruction is not accomplishing the desired result, the schedule should be varied immediately. It is assumed that Company B, Fifth Marines, has received a copy of the battalion training program of the First Battalion and that the company training program has been prepared. Using these programs as a guide, the following is an example of the weekly training schedule prepared to cover the week ending October 6, 19-----.

TRAINING PROGRAMS AND SCHEDULES

| WEEKLY TRAINING SCHEDULE COMPANY B, 5th MARINES FOR THE WEEK ENDING 6, OCTOBER 19-- | | | | | | | | | |
|---|-----------|----------------------|---------------------------|---------------------|---|-------------------------|--------------------------------|------------|--|
| DATE DAY OF WEEK | 2 HOUR | 3. ASSEMBLY POINT | 4. AREA OF INSTRUCTION | 5. INSTRUCTOR | 6. SUBJECT AND NATURE OF INSTRUCTION | 7. STUDY REFERENCES | 8. UNIFORM AND EQUIPMENT | 9. REMARKS | |
| MON OCT 1 | 0730-0830 | COMPANY PARADE | DRILL FIELD | COMPANY COMMANDER | DRILL, CLOSE-ORDER | TR 420-50, SECT I-III | DAY, WITH ARMS | | |
| | 0830-0930 | BARRACKS | BARRACKS | PLATOON COMMANDER | NAVY REGULATIONS | USM REGS. 1920 | DAY | | |
| | 0930-1030 | BARRACKS | BARRACKS | PLATOON COMMANDER | THE RIFLE AND BAYONET | TR 320-10, SECT I-IX | DAY, RIFLE, BAYONET | | |
| | 1030-1130 | COMPANY PARADE | DRILL FIELD | PLATOON COMMANDER | DRILL AND COMBAT SIGNALS | TR 420-40, SECT I-IX | DAY, WITH CARTRIDGE BELTS | | |
| TUES OCT 2 | | | | | COMPANY ON GUARD | | | | |
| WED OCT 3 | 0730-0830 | COMPANY PARADE | DRILL FIELD | PLATOON COMMANDER | DRILL, EXTENDED-ORDER | TR 420-85 | DAY, WITH ARMS | | |
| | 0830-0930 | BARRACKS | BARRACKS | PLATOON COMMANDER | THE RIFLE AND BAYONET | TR 320-10, SECT I-IX | DAY, RIFLE, BAYONET | | |
| | 0930-1130 | COMPANY PARADE | DRILL FIELD | PLATOON COMMANDER | COMBAT PRINCIPLES, SQUAD | TR 420-105, SECT I | DAY, WITH ARMS | | |
| THUR OCT 4 | 0730-0830 | BARRACKS | BARRACKS | PLATOON COMMANDER | THE PACK | TR 50-80 | DAY | | |
| | 0830-0930 | BARRACKS | BARRACKS | PLATOON COMMANDER | CUSTOMS OF THE SERVICE | NONE | DAY | | |
| | 0930-1130 | COMPANY PARADE | DRILL FIELD | PLATOON COMMANDER | SCOUTING AND PATROLLING | TR 200-5, SECT I | DAY, WITH ARMS | | |
| FRI OCT 5 | 0730-0830 | COMPANY PARADE | DRILL FIELD | COMPANY COMMANDER | DRILL, CLOSE - ORDER | TR 420-50, SECT I-III | DAY, WITH ARMS | | |
| | 0830-0930 | DRILL FIELD | DO | PLATOON COMMANDER | MILITARY COURTESY | NONE | DO | | |
| | 0930-1130 | DO | DO | DO | COMBAT PRINCIPLES, SQUAD | TR 420-105, SECT I | DO | | |
| SAT OCT 6 | 0730-0900 | BARRACKS | BARRACKS | COMPANY COMMANDER | PREPARATION FOR INSPECTION | NONE | | | |
| | 0900-1000 | COMPANY PARADE | COMPANY PARADE | COMPANY COMMANDER | INSPECTION | LEFM 1501.1927, CHAP 5, | DAY, WITH ARMS | | |
| | 1000-1130 | COMPANY PARADE | BATTALION PARADE | BATTALION COMMANDER | SARBACKS AND GROUNDS. | SECT III DO | DO | | |
| INCLEMENT WEATHER SCHEDULE | | | | | | | | | |
| BFA, VOL. III, PART I, CHAP I | | | | | | | | | |